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Friday, 17 January

1430 QUESTION PERIOD
1445

1500 THE DEFENSE
1600 INTELLIGENCE AGENCY Lt. Gen. Joseph F.
 Carroll, USAF,
 Director, DIA

The origin, mission and development of DIA. DIA relationships in the Intelligence Community. Overseas organization. Coordination of clandestine intelligence collection.

0830 READING PERIOD
0900

0900 EVALUATION OF NATIONAL
0945 INTELLIGENCE PROGRAMS

John Bross, Deputy to the DCI for National Intelligence Programs Evaluation

The DCI's responsibility for review and coordination of all USIB activities. How evaluation of Intelligence Community programs is effected.

1600 QUESTION PERIOD
1630

1645 FREE HOUR
1745

1800 DINNER
1900

LT. GENERAL JOSEPH F. CARROLL

Director of the Defense Intelligence Agency, General Carroll was born in 1910 and educated at St. Mary's College and Loyola University. He was admitted to the Illinois Bar in 1940 and served with the FBI until 1948. He was called to active service with the Air Force in 1948 and served in several security and legal positions, including that of Inspector General of the U.S. Air Force from 1960 to 1961. General Carroll became Director of the DIA in October 1961.

0945 QUESTION PERIOD
1000

1015 DEVELOPMENTS IN PHOTOGRAPHIC INTELLIGENCE
1130

Arthur Lundahl
Director, National Photographic Interpretation Center

The capabilities of Photographic Intelligence. Evaluation of photo quality. Organization and functions of NPIC.

1130 QUESTION PERIOD
1200

1215 LUNCH
1315

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Thursday, 16 January

FOIAb3b1

1330 1600	THE ROLE OF SCIENCE AND TECHNOLOGY IN CIA	Albert D. Wheelon Deputy Director for Science and Technology	0830 0930	READING PERIOD	
	New techniques in intelligence collection. Research and development activities. Electronic Intelligence (ELINT) and its significance.				
1600 1630	QUESTION PERIOD				
1645 1745	FREE HOUR				
1800 1900	DINNER		1115 1145	QUESTION PERIOD	
1930 2130	SEMINAR ON SCIENTIFIC AND TECHNICAL INTELLIGENCE	Albert D. Wheelon and Staff	1200 1300	LUNCH	25X1A
			1330 1430	CURRENT DEVELOPMENTS IN INTELLIGENCE RESEARCH AND REFERENCE FACILITIES	Executive Assistant to AD/CR
				The central reference function in supporting intelligence and operational activities of CIA. OCR relationships with the Intelligence Community. New developments in the processing, storage and retrieval of intelligence.	

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Saturday, 18 January

1930 The Highlights of my Career Allen W. Dulles
2130 in the Intelligence Field
and
The Major Intelligence Prob-
lems Facing the Government
and the Agency in the Future,
as I see them.

ALLEN W. DULLES

Director of Central Intelligence from 1953 to 1961, Mr. Dulles was born in 1893 and educated at Princeton and George Washington universities. He entered the U.S. Diplomatic Service in 1916 and served at posts in Europe and the Near East. In 1916 he resigned to take up law practice with Sullivan and Cromwell, New York. Mr. Dulles was Chief of the OSS mission in Switzerland during World War II and became Deputy Director of Central Intelligence in 1951. His most recent book, The Craft of Intelligence, was published this fall by Harper and Row.

0830 INDIVIDUAL STUDY
0900

0900 THE IMPACT OF AUTOMATIC DATA PROCESSING ON AGENCY ACTIVITIES Joseph Becker
1015 Assistant Director for Computer Services

Recent automatic data processing developments in the Agency and a look at its future support of DDS, DDI, DDP, and DDS&T activities.

1015 QUESTION PERIOD
1030

25X1A

**1045 ROLE OF TECHNICAL
1145 SERVICES IN SUPPORTING
 AGENCY OPERATIONS**

Chief, Technical Services Division

Technical support of DDP activities. The conduct of

25X1G

and other activities. Research and development in the technical support field.

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

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1330 TSD EXHIBIT AND
1630 DEMONSTRATION

1400 DD/I SUPPORT OF
1500 NATIONAL POLICY
FORMULATION

R. Jack Smith
Assistant Director for
Current Intelligence

1630 FREE HOUR
1730

The function of the Intelligence Directorate. Intelligence support to policy making. DDI's contribution to the Intelligence Community.

1800 DINNER
1900

1515 THE AGENCY'S CURRENT
1615 INTELLIGENCE ROLE

R. Jack Smith

The Agency's Current Intelligence role. All-source intelligence support for the White House, the National Security Council, and the Watch Committee. The National Industrial Center. Dissemination of COMINT. Basic intelligence responsibilities.

1615 QUESTION PERIOD
1630

1630 RECEPTION FOR MR. DULLES
1730

1800 DINNER
1900

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Wednesday, 15 January

0830 READING PERIOD
0930

0930 1030 MAJOR COUNTERINTELLIGENCE PROBLEMS
1030 Protection of CIA operations abroad. Countering Soviet intelligence efforts. Coordinated effort within the Intelligence Community.

James Angleton
Chief, Counterintelligence
Staff

1030 QUESTION PERIOD
1045

1100
1145

25X1A

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

Sunday, 19 January

0900 CHURCH, RECREATION OR
1200 READING

1215 LUNCH
1315
1330 1630 STUDENT SEMINARS
1630 Discussion of Program to date.

1630 1745 FREE HOUR

1800 1900 DINNER

1930 2130 INDIVIDUAL WORK ON CRITIQUES



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Monday, 20 January

0830 ADMINISTRATIVE RELATIONS L. K. White, Deputy
0920 WITH OTHER FEDERAL Director for Support
AGENCIES

The roles other agencies perform in support of CIA's mission; influences they can exert for or against operations; and limitations imposed by cover entities.

1330
1430

25X1A

25X1A

2. The Fight with Communism at the Local, National and International Level.

1430 QUESTION PERIOD
1500
1515 CIA FIELD STATION

**Chief, Near East
Division**

REX1A

0930 INTRODUCTION TO THE L. K. White
0945 AGENCY SUPPORT STRUCTURE

1615 The nature and composition of large and small stations, including management problems; the direction of operations; relations with other U.S. Government representatives; the Country Team; responsibility for intelligence and estimative reporting.

1615 QUESTION PERIOD
1630

1630 FREE HOUR
1730

1730
1800 DINNER
1900
1930 SEMINAR ON SMALL STATION
2130 PROBLEMS

DESY 18

1215 LUNCH
1315

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Tuesday, 14 January

25X1A

0830 READING PERIOD
0900

1330 LOGISTICAL SUPPORT OF
1430 OPERATIONS

[REDACTED]
Chief, Planning Staff,
Office of Logistics

0900 THE CLANDESTINE
1000 SERVICES

Richard Helms, Deputy
Director for Plans

Agency assets and capa-
bilities.

The Clandestine Services
as an instrument of U.S.
policy. The coordination
of major actions and the
obtaining of policy deci-
sions from the State De-
partment, the Special
Group, and the White
House.

1445 SECURITY: A PRIMARY
1600 CONSIDERATION IN
ACCOMPLISHING THE
MISSION OF CIA

[REDACTED]
Robert L. Bannerman
Director of Security

25X1A

1630 FREE HOUR
1730

1000 QUESTION PERIOD
1030

1800 DINNER
1900

1045
1145



25X1A

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

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Tuesday, 21 January

0830 1000	TECHNICAL COMMUNICATIONS DEVELOPMENTS	[REDACTED] Deputy Director of Communications	1400 1500	THE NATIONAL SECURITY STRUCTURE	Chester Cooper, Assis- tant Deputy Director/Intelli- gence (Policy Support)
1015 1130	PANEL DISCUSSION OF QUESTIONS SUBMITTED BY STUDENTS	Colonel White and DDS Officials		Changing methods of the policy makers and the im- pact of these changes on the Intelligence Commu- nity.	
25X1A			1500 1515	QUESTION PERIOD	
1130 1200	CRITIQUE OF PART I SECTION A	[REDACTED]	1530 1630	THE U. S. INTELLIGENCE COMMUNITY	Lyman Kirkpatrick
1215 1315	LUNCH			The components of the In- telligence Community. Co- operation and conflict. The emerging role of the DIA and its relations with CIA. The role of the Director of Central Intelligence.	
			1630 1645	QUESTION PERIOD	
			1645 1745	RECEPTION FOR MR. KIRKPATRICK	
			1800 1900	DINNER	
			1930 2130	SEMINAR ON THE RELATIONSHIP OF INTELLIGENCE TO POLICY	Lyman Kirkpatrick Chester Cooper

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Monday, 13 January

0830	INTRODUCTION TO PART I	[REDACTED]	
0900			25X1A
0900	THE AGENCY 1964-69	Lyman Kirkpatrick	
1000	A projection of Agency problems and develop- ments over the next five years.	Executive Director- Comptroller	
1000	QUESTION PERIOD		
1030			
1045	THE PRODUCTION OF	Sherman Kent, Assist-	
1145	NATIONAL INTELLIGENCE	ant Director for Na- tional Estimates	
	What National Intelligence Estimates are; the kinds of problems they deal with; how they are drafted, coor- dinated, and cleared; role in policy formulation.		
1145	QUESTION PERIOD		
1200			
1215	LUNCH		
1315			
1330	READING PERIOD		
1400			

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Preparatory Reading

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The National Security Act of 1947, Public Law 253

Kirkpatrick, Lyman B., "Is United States Intelligence Answering the Red Challenge?" Delivered on 21 November 1960 in Detroit, Michigan.

[REDACTED] "A Fresh Look at Collection Requirements," Studies in Intelligence, Volume 4, Number 4, Fall 1960

[REDACTED], "Priority National Intelligence Objectives," Studies in Intelligence, Volume 5, Number 2, Spring 1961

Director of Central Intelligence Directive No. 1/3: Priority National Intelligence Objectives (Revised 14 August 1963)

25X1A

Jernegan, John D., "The Ambassador and the Country Team," Department of State Newsletter, July 1963

Department of Defense Directive Number 5105.21 (August 1, 1961) Subject: Defense Intelligence Agency.

Organization Chart of the Defense Intelligence Agency (July 1963)

Dulles, Allen W., "The Craft of Intelligence", Reprinted from the 1963 Brittanica Book of the Year.

Dulles, Allen W., "What Makes A Spy?", This Week Magazine, December 1, 1963

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Part I. Section A

The Agency: Organization, Problems,
Relationships, and Developments

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Supplementary Reading

DeGramont, Sanche, The Secret War, New York, G. P. Putnam's Sons, 1962

Dulles, Allen W., The Craft of Intelligence, New York, Harper and Row, 1963

Felix, Christopher, A Short Course in the Secret War, New York, E.P. Dutton & Co., 1963

Hyde, H. Montgomery, Room 3603, New York, Farrar, Strauss and Co., 1963

Ransom, Harry Howe, Central Intelligence and National Security, Cambridge, Mass., Harvard University Press, 1958

Rostow, W. W., The Stages of Economic Growth, Cambridge, Cambridge University Press, 1960

Defense Intelligence Agency: Organization and Functions, C-9812/C (Confidential)

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Sunday, 12 January

1415 Convene at Airport

1430 [REDACTED] 25X1A

1515 Arrive [REDACTED] 25X1A

1545 Convene at Training Site 25X1A

1600 [REDACTED]
1715 [REDACTED]

1715 Free Hour

1800 Dinner

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Midcareer Course No. 2

Thursday, 9 January

Introduction to the Course

In Room 7D-64 Headquarters Building

1000 1030	OPENING ADDRESS	Matthew Baird Director of Training	Management
1030 1050	INTRODUCTION TO THE COURSE	[REDACTED] Chairman, Midcareer Course	25X1A
1050 1200	ADMINISTRATIVE BRIEFING	Midcareer and Senior Officer Courses Staff	

Part I. Section B

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Tuesday, 21 January

Foreword

1330 INTRODUCTION TO
1430 MANAGEMENT PHASE

L. K. White

1445 MANAGERIAL
1630 PROBLEM #1:
Personnel Management

[REDACTED], Chief,
Personnel Operations
Division

Considerations relating to
Agency staffing patterns,
promotion policies, career
service planning, and man-
power utilization.

1930 COMMUNICATION
2030 EXERCISE

Staff

Actual problem-solving by
students under certain com-
munications restraints.

The Midcareer Course is the product of the deter-
mination at the highest levels of the Agency that promising
officers be given an opportunity to widen their under-
standing of the Agency, of the Government, and of interna-
tional affairs.

The six-week Course is divided into three major
segments. During the first two weeks the participants
will study the work of the various components of the Agency
and the inherent problems of management.

During the third and fourth weeks the scope of the
Course will widen to include study and discussion of the
Government in its national setting, emphasizing the making
of policy, public and legislative pressures on the policy
makers, the allocation and handling of the Government's
money, and other major aspects, both theoretical
and practical, of the development and direction of national
power.

In the last two weeks, prominent authorities and pub-
lic figures will express their views and lead discussions
with the participants on such major issues as the formula-
tion of strategy, developments in space technology, con-
flicts in the Communist Bloc, the movement toward Euro-
pean union, and other important trends in world affairs.

The Course has been designed specifically for those
selected for Midcareer Training. They may also be en-
rolled in other courses, internal or external, which will
increase their value to their Directorates. The combina-
tion of the Midcareer Course and other selected courses
will constitute each officer's Midcareer Program.

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Wednesday, 22 January

25X1A

0830 MANAGERIAL SKILL #1
1130 Communication

Difficulties of communications between individuals and between organized groups.



1330 MANAGERIAL SKILL #2
1630 Leadership

Identification of individual styles of management; development of effective leadership patterns.



1930 MANAGERIAL PROBLEM #2
2130 Fitness Reports Panel of Agency Officials

Discussion of problems generated by Agency fitness reports.

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25X1A

Thursday, 23 January

0830 MANAGERIAL SKILL #2
1130 Leadership (cont.)

1330 MANAGERIAL SKILL #3
1630 Successful Supervision

Methods and techniques
of influencing action in
formal work situations.

1930 MANAGERIAL PROBLEM #3
2100 "Difficult" Employees

What can the individual
manager and the Agency
do about the employee who
does not fit into the ex-
pected pattern of behavior?

WILLIAM R. VAN DERSAL

William R. Van Dersal, Assistant Administrator for Management of the Soil Conservation Service, Department of Agriculture, was born in 1907 and educated at Reed College and the University of Pittsburgh. He has served in the United States government for over 25 years and has held several top positions in the Department of Agriculture. Dr. Van Dersal is the author of many books, including The American Land and The Successful Supervisor in Government and Business (1962).

Midcareer Course No. 2

13 January - 20 February 1964

- | | | | |
|----------|--|-------------|-------|
| Part I | A. The Agency | 8 1/2 days) | 25X1A |
| | B. Management | 3 1/2 days) | 25X1A |
| Part II | The United States and its Government
(Brookings Institution, 10 days) | | |
| Part III | World Affairs
(Broyhill Building, 9 days) | | |

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Friday, 31 January

Monday, 3 February

0830 INDIVIDUAL STUDY
0900

0900 ECONOMICS AND PUBLIC
1200 POLICY Herbert E. Striner
Director of Program
Development,
The W. E. Upjohn
Institute for
Employment Research

1200 LUNCH
1330

1330 THE UNITED STATES IN
1630 WORLD AFFAIRS Ernest W. Lefever
Staff Member,
International Studies
Division, Institute
for Defense Analysis

Commentator
Arthur M. Cox
Senior Staff Member,
Foreign Policy Studies,
The Brookings Institution

1700 SOCIAL HOUR
1800

0830 INDIVIDUAL STUDY
0900

0900 DOMESTIC POPULATION
1015 PROBLEMS

1030 INTERNATIONAL POPULATION
1200 PROBLEMS

1200 LUNCH
1330

1330 THE EXECUTIVE OFFICE AND
1630 THE PRESIDENTIAL STAFF

Conrad Taeuber
Assistant Director,
Bureau of the Census,
Department of Commerce

Paul F. Myers
Acting Chief,
Foreign Demographic
Analysis Division,
Bureau of the Census,
Department of Commerce

Frederick L. Holborn
Special Assistant,
The White House Office

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Tuesday, 4 February

Thursday, 30 January

0830 INDIVIDUAL STUDY
0900

0900 THE FEDERAL BUDGET PROCESS
2000 Review - Bureau of the Budget - Executive Office of the President

1200 LUNCH
1330

1400 THE COMMUNICATIONS MEDIA
1500 Communication
Herbert C. Morton
Director of Publications
The Brookings Institution

0830 INDIVIDUAL STUDY
0900

0900 SOCIAL IMPLICATIONS OF SCIENTIFIC PROGRESS
1200

1200 LUNCH
1330

1330 SCIENTISTS IN POLICY AND DECISION MAKING
1630

Donald H. Andrews
Professor of Chemistry
Dartmouth College
University

Warren R. Schilling
Associate Professor of Public Law and Government, and Associate Director of the Council for Advanced Area Studies
Columbia University

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Wednesday, 29 January

Wednesday, 5 February

0830 INDIVIDUAL STUDY
0900

0830 INDIVIDUAL STUDY
0900

0900 U. S. INFORMATION PROGRAMS Seymour I. Nadler
1200 United States
Information Agency

0900 GOALS OF U. S. FOREIGN
1200 POLICY

Charles B. Marshall
Research Associate,
Washington Center
for Foreign Policy
Research, School of
Advanced International
Studies, The Johns
Hopkins University

1200 LUNCH
1330

1200 LUNCH
1330

1330 POLITICAL DYNAMICS Paul T. David
1630 Professor of
Political Science,
The University of
Virginia

1330 LEGISLATIVE - EXECUTIVE
1630 RELATIONS IN POLICY
FORMULATION

Ernest S. Griffith
Dean, School of
International Service
American University

Commentator
Laurin L. Henry
Senior Staff Member,
Governmental Studies,
The Brookings Institution

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Thursday, 6 February

Tuesday, 28 January

0830 INDIVIDUAL STUDY
0840

0830 INDIVIDUAL STUDY
0900

0900 ECONOMIC DEVELOPMENT
THE WORLD STABILITY

William J. Mazzocco
Faculty Member,
International
Seminar Foreign
Service Institute
Department of State

0900 THE AMERICAN
CONSTITUTIONAL SYSTEM
1200

Arthur S. Miller
Graduate School of
Public Admin.
The George Washington
University

1200 LUNCH

1200 LUNCH
1330

1330 INTERNATIONAL ECONOMIC
PROBLEMS

Howard C. Pique
Senior Specialist,
International Economics
The Library of Congress

1330 DOMESTIC PROBLEMS
1630

Spencer D. Bassett
Professor of Political
Science, The Maxwell
Graduate School of
Citizenship and Public
Affairs
Syracuse University

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Monday, 27 January

Friday, 3 February

0830 ARRIVAL OF PARTICIPANTS

0900 THE BROOKINGS INSTITUTION

1015 EXECUTIVES OF THE SEMINAR

1145 COFFEE IN ROOM 200

1200 METHODS AND PROCEDURES

1230 LUNCH

1330 GOVERNMENT IN A FREE

1330 SOCIETY

Robert D. Calkins
President,
The Brookings Institution

James M. Mitchell
Director,
Advanced Study Program,
The Brookings Institution

0830 INDIVIDUAL STUDY

0900 FORMULATION AND ADMINIS-
TRATION OF FOREIGN POLICY

Robert Amory
Chief of the Inter-
national Division,
Budget of the Budget
Executive Office of
the President

Commentator
Arthur M. Cox

1200 LUNCH

1330 CHALLENGES AND OPPORTU-
NITIES FOR THE UNITED STATES

Harry Schwartz
Editorial Staff
The New York Times

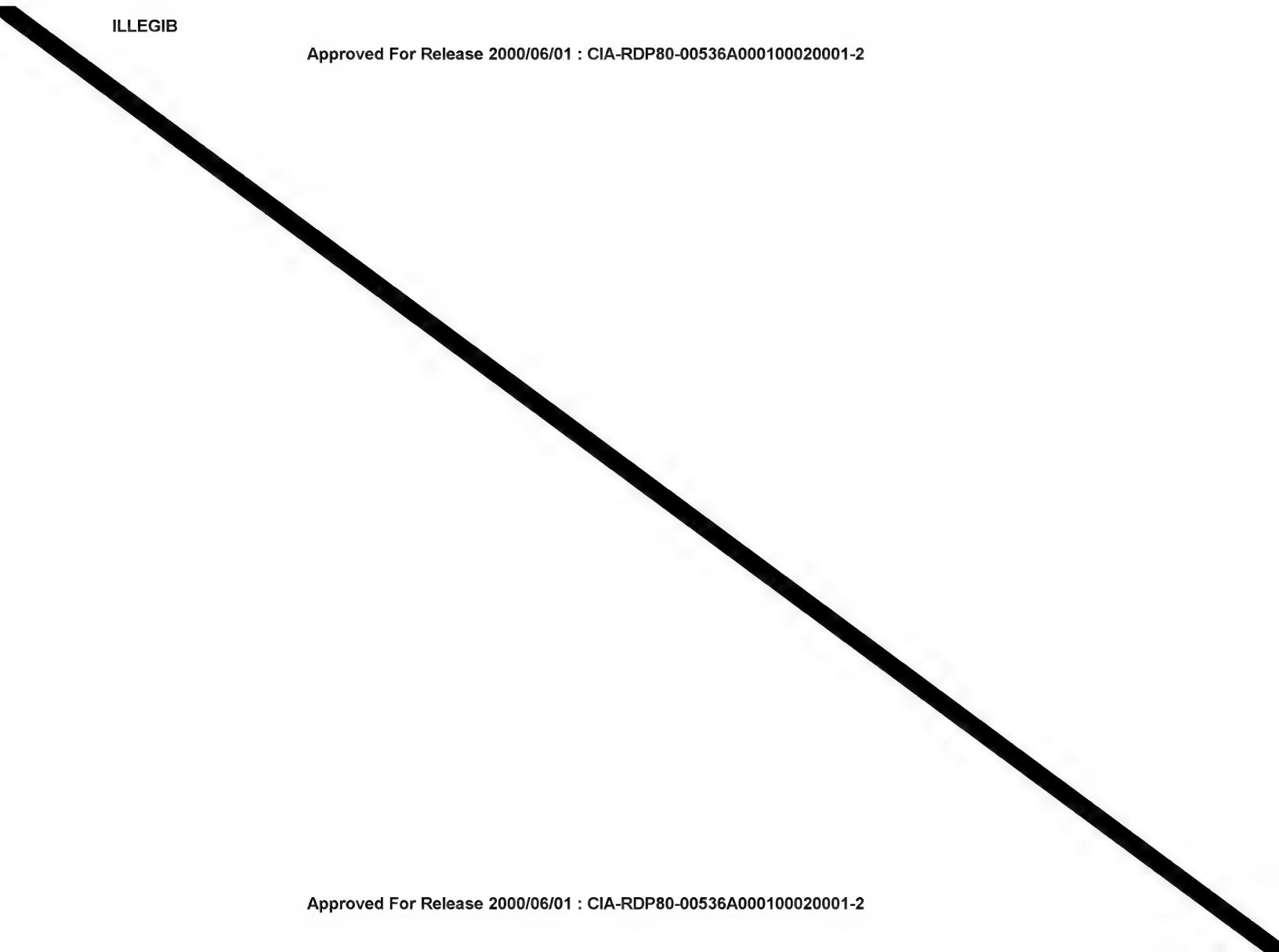
1630 CONFERENCE ADJOURNS

1700 SOCIAL HOUR

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0830	READING PERIOD		1115	SOUTHEAST ASIA: VIET NAM AS A REPRESENTATIVE OF CONFLICTS TO COME	
0900			1245	Recently Chief of Station, Saigon	
0900 1100	DEVELOPMENTS IN AFRICA	G. Mennen Williams Assistant Secretary of State for African Affairs		Viet Nam as a precursor of U.S. problems in Southeast Asia. Political lessons learned. The role of SEATO.	
	The development of groupings of states within Africa and their links with outside powers. The concepts of Pan-Africanism. Soviet and Chicom efforts to gain political footholds in Africa.				
	<u>Preparatory Reading</u>			<u>Preparatory Reading</u>	
	Emerson, Rupert, "American Policy in Africa," <u>Foreign Affairs</u> , January 1962			Leifer, Michael, "Cambodia: In Search of Neutrality," <u>Asian Survey</u> , January 1963	
	Sanger, Clyde, "Toward Unity in Africa," <u>Foreign Affairs</u> , January 1964			Pauw, Douglas S., "Economic Progress in Southeast Asia," <u>The Journal of Asian Studies</u> , November 1963	
	<u>Supplementary Reading</u>			Scigiano, Robert, "Vietnam: A Country at War," <u>Asian Survey</u> , January 1963	
	Brzezinski, Zbigniew, editor, <u>Africa and the Communist World</u> , Stanford, California, Stanford University Press, 1963			Smith, Roger M., "Laos in Perspective," <u>Asian Survey</u> , January 1963	
	Carter, Gwendolen Margaret, editor, <u>Five African States Responses to Diversity: the Congo, Dahomey, the Cameroun Federal Republic, the Rhodesias and Nyasaland, South Africa</u> , Ithaca, New York, Cornell University Press, 1963			<u>Supplementary Reading</u>	
	Hunter, Guy, <u>The New Societies of Tropical Africa</u> , New York, Oxford University Press, 1962			Fall, Bernard, <u>The Two Vietnams</u> , New York, Praeger, 1963	
	McKay, Vernon, <u>Africa in World Politics</u> , New York and Evanston, Harper and Row, 1963			Fifield, Russell H., <u>Southeast Asia in United States Policy</u> , New York, Praeger, 1963	
	Oliver, Roland, and J. D. Fage, <u>A Short History of Africa</u> , Baltimore, Penguin Books, 1962			Vo Nguyen Giap, <u>People's War, People's Army</u> , New York Praeger, 1962	
			1300	LUNCH	25X1A
			1400		
			1400 1600	THE EFFECT OF SINO-SOVIET RELATIONS ON OTHER COMMUNIST COUNTRIES	
				The impact of the Sino-Soviet rift on non-bloc Communist parties.	

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Brzezinski, Zbigniew, "Threat and Opportunity in the Communist Schism," Foreign Affairs, April 1963

Kennan, George F., "Polycentrism and Western Policy," Foreign Affairs, January 1964

Zagoria, Donald S., "The Sino-Soviet Conflict and the West," Foreign Affairs, October 1963

Supplementary Reading

Crankshaw, Edward, The New Cold War, Moscow vs. Peking, Harmondsworth, Middlesex, Penguin Books, 1963

Zagoria, Donald S., The Sino-Soviet Conflict, 1956-1961, Princeton, Princeton University Press, 1962

1600 DISCUSSION PERIOD
1700

1600 DISCUSSION PERIOD
1700

THOMAS C. MANN

Thomas C. Mann was appointed Assistant Secretary of State for Inter-American Affairs by President Johnson on 3 January 1964. Mr. Mann received his A.B. and LL.B. degrees from Baylor University and practiced law in Texas from 1934 to 1942 before joining the Department of State. He has served in a number of important posts in Washington and in Latin America, most recently as Ambassador to Mexico.

G. MENNEN WILLIAMS

G. Mennen Williams, Assistant Secretary of State for African Affairs, was born in 1911 and educated at Princeton and the University of Michigan. Before his service with the Navy during World War II, Mr. Williams held several posts in the Federal and Michigan State Governments. He was Governor of Michigan from 1949 to 1960 and was appointed to his present position in January 1961.

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Wednesday, 12 February

0815 DEPART BROTHILL BUILDING FOR NASA
HEADQUARTERS

0900 BRIEFING ON NATIONAL AERONAUTICS
1130 AND SPACE ADMINISTRATION ACTIVITIES
AND OPERATIONS

1135 DEPART NASA FOR BROTHILL BUILDING

1200 LUNCH ILLEGIB

1300 READING PERIOD - [REDACTED]

1400 PROBLEMS OF LATIN AMERICA

Thomas C. Mann
Assistant Secretary
of State for Inter-
American Affairs

The strategic importance of
Latin America to U.S. National
Security. The extent of the
Communist effort in the area.
Ways and means of strengthening
the U.S. position.

Preparatory Reading

Alexander, Robert J., "Agrarian Reform in Latin America,"
Foreign Affairs, October 1963

Haar, Charles M., "Latin America's Troubled Cities,"
Foreign Affairs, April 1963

Supplementary Reading

Adams, Richard W., et al, Social Change in Latin America
Today, New York, Harper, 1960

Alexander, Robert J., Communism in Latin America, New
Brunswick, New Jersey, Rutgers University Press, 1957

Lieuwen, Edwin, Arms and Politics in Latin America, New
York, Praeger, 1961

Friday, 14 February

0830 READING PERIOD

0900

1100 THE MIDDLE EAST

American policies towards the
Middle East and current internal
Middle Eastern problems.

Preparatory Reading

Hourani, Albert, "Near East Nationalism Yesterday and Today,"
Foreign Affairs, October 1963

Sharabi, H. B., "Power and Leadership in the Arab World,"
Orbis, Fall 1963

Supplementary Reading

Halpern, Manfred, The Politics of Social Change in the Middle
East and North Africa, Princeton, Princeton University Press, 1963

Issawi, Charles, Egypt in Revolution; An Economic Analysis,
New York, Oxford University Press, 1963

Robinson, Richard D., The First Turkish Republic, Cambridge,
Harvard University Press, 1963

Satran, Nadav, The United States and Israel, Cambridge,
Harvard University Press, 1963

1100 DISCUSSION PERIOD

1200

1200 LUNCH

1300

1300 READING PERIOD - "The Kremlin" - , (optimal)

1400

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1330

Briefing
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1400 SOVIET FOREIGN POLICY
1600

The background of the present situation in Soviet policy making. The internal factors delimiting Soviet foreign policy decisions. The external factors delimiting foreign policy decisions. Problems and dilemmas for the future.

Helmut Sonnenfeldt
Chief, Bloc International Political Activities Division, Office of Research and Analysis, INR, Department of State

TOM KILLEFER

Tom Killefer is U.S. Executive Director, Inter-American Development Bank and Special Assistant to the Secretary of the Treasury. He was born in Los Angeles in 1917 and educated at Stanford, Harvard Law School and Oxford. After distinguished Naval service in World War II, Mr. Killefer was admitted to the California Bar in 1946 and to practice before the Supreme Court in 1953. He has engaged extensively in private law practice, and prior to his present assignment he served as First Vice President, Vice Chairman and Director of the Export-Import Bank of Washington.

Preparatory Reading

Ulam, Adam B., "Nationalism, Panslavism, Communism," Russian Foreign Policy, edited by Ivo, J. Lederer, 1962

Supplementary Reading

Beloff, Max, The Foreign Policy of Soviet Russia, 1929-1941, London and New York, Oxford University Press, 1947-1949

Fischer, Louis, The Soviets in World Affairs, 1917-1929, Princeton, Princeton University Press, 1951

Kennan, George F., Russia and the West Under Lenin and Stalin, Boston, Little, Brown and Co., 1961

Mackintosh, J. M., Strategy and Tactics of Soviet Foreign Policy, London and New York, Oxford University Press, 1962

1600 DISCUSSION PERIOD
1700



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1300 READING PERIOD 25X1A

1330
1445 CONTINUATION OF MORNING SESSION

1500
1700 THE ROLE OF FINANCE IN IMPLEMENT-
ING U.S. GOVERNMENT POLICY

The increasingly important role
which financial agencies play in
the formulation and execution of
policy.

Preparatory Reading

Stanovnik, Janez, "Aid, Trade and Economic Development;
The Changing Political Context," Foreign Affairs, January 1964

Roosa, Robert V., "Reforming the International Monetary
System," Foreign Affairs, October 1963

Tom Killefer
U.S. Executive
Director, Inter-
American Develop-
ment Bank and
Special Assistant to
the Secretary of the
Treasury

HELmut SONNENFELDT

Helmut Sonnenfeldt was born in Germany in 1926, educated at Man-
chester University (England) and Johns Hopkins. Prior to his present
assignment he served with the Department as an intelligence research
specialist and with the U.S. Arms Control and Disarmament Agency
as a foreign affairs officer.



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Sunday, 16 February

1300 DEPART FOR OMAHA
1630 ARRIVE OMAHA

Tuesday, 11 February

0830 READING PERIOD
0900
0900 AMERICAN PROBLEMS IN UNDER-
1200 STANDING FOREIGN CULTURES

An anthropological view of the
newly developing countries with
emphasis on their deep-seated
cultural characteristics.

25X1A



Monday, 17 February

0830 BRIEFINGS AT STRATEGIC AIR COMMAND HEADQUARTERS
1700

Preparatory Reading

Benedict, Ruth, "The Growth of Culture," Man, Culture and Society, edited by Harry L. Shapiro, 1956

Mead, Margaret, "The Underdeveloped and the Overdeveloped," Foreign Affairs, October 1963

Murdock, George Peter, "How Culture Changes," Man, Culture and Society, edited by Harry L. Shapiro

Supplementary Reading

Brookings Institution, Development of the Emerging Countries, Washington, D. C., 1962

Kurzman, Dan, Subversion of the Innocents, New York, Random House, 1963

Millikan, Max F., and Donald L. M. Blackmer, editors, The Emerging Nations, Boston, Little, Brown & Co., 1961

Staley, Eugene, The Future of Underdeveloped Countries, New York, Praeger, 1961

1200 LUNCH
1300

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Wednesday, 19 February

1100 1200	READING PERIOD		0830 0900	READING PERIOD	25X1A
1200 1300	LUNCH		0900 1200	CHICOM FOREIGN POLICY IN HISTORICAL PERSPECTIVE	
1300	DEPART FOR PENTAGON			Historical roots of Chinese attitudes toward the non-Chinese world. Role of Communist doctrine in the direction of ChiCom foreign policy objectives, both long-term and short-term.	
1330 1445	BRIEFING ON THE NATIONAL MILITARY COMMAND CENTER (Pentagon)	JCS Staff			
1450	DEPARTURE FROM PENTAGON				
1530 1630	THE SYSTEM OF COMMAND AND CONTROL IN THE DEPARTMENT OF STATE	William B. Connell Director, Operations Center, Department of State		Fall, Bernard B., "Peking Strikes South," <u>Current History</u> , September 1963	
	The decision-making mechanisms and process within the Department of State, with particular emphasis on the responsibilities of the Operations Center.			Langer, Paul F., "China and Japan," <u>Current History</u> , September 1963	
				Levi, Werner, "The Sino-Indian Border War," <u>Current History</u> , September 1963	

WILLIAM B. CONNETT

William B. Connett, Jr. is Deputy Executive Secretary and Director of the Operations Center, Department of State. He was born in 1918 and educated at Princeton and Georgetown Universities. He has served in various Latin American and European posts including a recent tour as First Secretary in Paris. He was assigned to his present post after completing a program at the Harvard University Center for International Affairs in 1961-62.

Shen-Yu Dai, "The Roots of Chinese Ideology," Current History, September 1963

Supplementary Reading

Boyd, R. G., Communist China's Foreign Policy, New York,

Hsieh, Alice L., Communist China's Strategy in the Nuclear Age. Englewood Cliffs, New Jersey, Prentice-Hall, 1962.

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Monday, 10 February

1200	LUNCH
1300	
1300	READING PERIOD
1400	<i>Contingency & Crisis Planning U.S.A.</i>
1400	U.S. GOVERNMENT ACTIVITIES IN
1600	INTERNATIONAL ORGANIZATIONS
	Policies and problems relating to United States participation in the United Nations and other international organizations.
	<u>Preparatory Reading</u>
	<u>Basic Facts About the United Nations</u> , United Nations, New York
1600	DISCUSSION PERIOD

HARLAN CLEVELAND

Harlan Cleveland was appointed Assistant Secretary of State for International Organization Affairs by President Kennedy in February 1961. Born in 1918, educated at Princeton and Oxford, Mr. Cleveland has served in numerous posts in the Department of State, the Economic Cooperation Administration, and the Mutual Security Agency. From 1956 until his present appointment Mr. Cleveland served as Dean of the Maxwell Graduate School of Citizenship and Public Affairs at Syracuse University.

0900	PROBLEMS OF NATIONAL SECURITY	Peter Solbert
1100	The role of ISA in policy and strategy in crises. Relations with the Intelligence Community and with CIA in particular. <u>Preparatory Reading</u>	Deputy Assistant Secretary of Defense for Operations, ISA
	"Assistant Secretary of Defense (International Security Affairs)", <u>U.S. Government Organization Manual</u>	
	Ginsburgh, Colonel Robert N., "The Challenge to Military Professionalism," <u>Foreign Affairs</u> , January 1964	
	Lyons, Gene M., "The New Civil-Military Relations," <u>American Political Science Review</u> , March 1961	
	Rostow, Walt W., "American Strategy in the World Scene," <u>Department of State Bulletin</u> , 16 April 1962	
	<u>Supplementary Reading</u>	
25X1A	Abshire, David M., and Richard V. Allen, editors, <u>National Security</u> , New York, Praeger, 1963	
	Hammond, Paul Y., <u>Organizing for Defense</u> , Princeton, Princeton University Press, 1961	
	Kissinger, Henry A., <u>The Necessity for Choice</u> , New York, Harper, 1961	
	Strausz-Hupe, Robert, et al, <u>Forward Strategy for America</u> , New York, Harper, 1961	

~~PETER SOLBERT~~

Peter Solbert was appointed Deputy Assistant Secretary of Defense for Operations in the Office of the Assistant Secretary of Defense (International Security Affairs) in October 1963. Born in 1919, Mr. Solbert was educated at Yale College and Harvard Law School. During World War II he served as a Naval Officer in the Pacific Theater. From 1948 to 1963 Mr. Solbert was associated with the New York law firm of Davis, Polk, Wardwell, Sunderland & Kiendl.

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Thursday, 20 February

0900 PREPARATION OF CRITIQUES
1000

1000 DISCUSSION OF COURSE
1130

1130 LUNCH
1330

1330 ADDRESS
1530

1530 CLOSING REMARKS
1545

1545 PRESENTATION OF CERTIFICATES
1600

1600 CLOSING ADMINISTRATION
1630

To be Announced
Lt. General
Marshall S. Carter
Deputy Director of
Central Intelligence

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Midcareer Course No. 2

Part III

World Affairs

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